



DEPARTMENT OF THE NAVY
HEADQUARTERS UNITED STATES MARINE CORPS
3000 MARINE CORPS PENTAGON
WASHINGTON, DC 20350-3000

IN REPLY REFER TO:

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From: Deputy Commandant, Plans, Policies, and Operations
To: Marine Corps Ground Board

Subj: CHARTER FOR THE MARINE CORPS GROUND BOARD PROCESS

1. Purpose. The Advocacy Process was established in 1999 to increase communications and representation of the operating forces' requirements and interests with Headquarters Marine Corps and the Combat Development System. The Ground Combat Element (GCE) Advocate is the voice of the Ground Operating Forces within Headquarters Marine Corps (HQMC). The key enabler for being effective in this role is the Ground Board Process, which provides the critical link between the Operating Forces and HQMC. The intent of the Ground Board process is to develop a thorough, consistent, and relevant message that articulates GCE priorities and issues. This will be accomplished through capabilities assessments of the Marine Air Ground Task Force (MAGTF), from the perspective of the GCE, that will identify capability gaps and vulnerabilities within the MAGTF which require action by HQMC. This process plays a vital role in determining the allocation of resources and the development of policy, in that it provides decision makers at HQMC with current operational input from the GCE Commander's perspective. With that in mind, the Ground Board, the GCE Conference, the Consolidated GCE Operational Advisory Group (OAG), and the Functional OAGs are chartered as forums to provide a formal process for the identification and validation of GCE capabilities, priorities, requirements, and issues requiring the Commandant of the Marine Corps' attention, emphasis in the Planning, Programming, Budgeting, and Execution System, or engagement in other HQMC or Department of the Navy processes.

2. Cancellation. The following OAG Charters dated 31 July 2000 are cancelled:

- a. Assault Amphibian OAG
- b. Artillery OAG
- c. Command and Control OAG
- d. Division Combat Engineer OAG
- e. Infantry OAG

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- f. Light Armored Reconnaissance OAG
- g. Reconnaissance OAG
- h. Tank OAG

3. Organization. The Ground Board process consists of four separate entities: The Ground Board, the GCE Conference, the Consolidated GCE OAG, and the individual Functional OAGs.

a. The Ground Board. The Ground Board consists of the four Division Commanders, with DC, PP&O as the chair. This body will review and approve the Advocate's Capability List (ACL), along with issues, priorities and recommendations provided by the GCE Conference, or refer issues to PP&O, Director of Operations (PO) or the Functional OAGs for action/further refinement.

b. The GCE Conference. The GCE Conference consists of the four Division Commanders, with PP&O, PO as the facilitator. This body will review the ACL, issues, priorities and recommendations provided by the Consolidated GCE OAG for presentation at the Ground Board, or refer issues to PP&O, PO or the Functional OAGs for action/further refinement.

c. The Consolidated GCE OAG. The Consolidated GCE OAG consists of the members of the Functional OAGs as shown below, with PP&O, PO as the chair. Other GCE related subject matter experts (e.g. Mountain Warfare Training Center, Tactical Training Exercise Control Group, etc.) may attend if available. This body will review and approve capabilities, issues, priorities, and recommendations for presentation at the GCE Conference, refer issues back to the Functional OAG for further refinement, or PP&O, PO may assume issues for action.

d. The Functional OAGs. Each Functional OAG serves as a forum for its community to identify and prioritize issues that directly impact the operational capabilities, manpower, equipping, training, readiness, and safety of their respective units. Each Functional OAG is charged with evaluating the war fighting capabilities it requires to support accomplishing the GCE's war fighting missions as the foundation of the MAGTF. The Functional OAGs will review, discuss, and develop recommendations on GCE capabilities, issues, and priorities for presentation to the Consolidated GCE OAG. Each Functional OAG's lead will be determined by an internal OAG member consensus recommendation to the GCE Conference. Following is a list of the chartered members for each GCE Functional OAG:

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(1) Assault Amphibian (AA) OAG: All AA Battalion Commanders; the Commanding Officer, Assault Amphibian Schools Battalion; the Inspector-Instructor for the reserve AA Battalion; and the DC, PP&O AA Occupational Field Sponsor. The Commanding Officer of the Combat Assault Battalion will be consulted on any matter affecting manning or equipping of the AA Company UDP to Okinawa from 3d AA Battalion, as well as the AA platoon attached to 3d Marine Regiment.

(2) Artillery OAG: All Artillery Regimental Commanders; the Commanding Officer, Marine Corps Artillery Detachment, U.S. Field Artillery School, Fort Sill, OK; and the DC, PP&O Artillery Occupational Field Sponsor.

(3) Command and Control (C2) OAG: Various C2 subject matter experts from across the four divisions in the categories of Operations, Information Management, Communications, Intelligence, Fires, and Air Operations; a DC, PP&O C2 representative; a HQMC C4 representative; and a DC, Combat Development and Integration (CD&I) (Command and Control Integration Division) representative. Exact representatives for this OAG will be based on operational commitments and availability.

(4) Division Combat Engineer (DCE) OAG: All Combat Engineer Battalion Commanders; the Commanding Officer, Marine Corps Engineering School; the DC, PP&O DCE representative; and the DC, I&L DCE Occupational Field Sponsor. The Commanding Officer of the Combat Assault Battalion will be consulted on any matter affecting manning or equipping of the Engineer Company UDP to Okinawa, as well as the Engineer platoon attached to 3d Marine Regiment.

(5) Infantry OAG: All Infantry Regimental Commanders; the Marine Corps Security Force Battalion Commander; the Commanders of the Schools of Infantry; and the DC, PP&O Infantry Occupational Field Sponsor.

(6) Light Armored Reconnaissance (LAR) OAG: All LAR Battalion Commanders; the Inspector-Instructor for the Reserve LAR Battalion; the Commanding Officer, LAV Training Company, School of Infantry-West; and the DC, PP&O LAR Occupational Field Sponsor. The Commanding Officer of the Combat Assault Battalion will be consulted on any matter affecting manning or equipping of the LAR Company UDP to Okinawa.

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(7) Reconnaissance OAG: All Reconnaissance Battalion Commanders; the Inspector-Instructors of 3d and 4th Force Reconnaissance Companies; 4th Reconnaissance Battalion Commander; and the DC, PP&O Reconnaissance Occupational Field Sponsor.

(8) Tank OAG: All Tank Battalion Commanders; the Commanding Officer, Marine Corps Detachment Ft. Knox; the Inspector-Instructor for 4th Tank Battalion; and the DC, PP&O Tank Occupational Field Sponsor.

e. Other GCE Forums. Other GCE forums whose output will be fed into the Ground Board process via the OAGs include the Marine Gunners Symposium and the GCE Operations Chiefs' Conference.

4. Methodology. The Ground Board and the GCE Conference will meet semi-annually. The Consolidated GCE OAG will meet at least semi-annually, approximately three to four weeks prior to the GCE Conference. These semi-annual meetings will be hosted by DC, PP&O (POG). Additionally, the Functional OAGs may meet outside of the Consolidated GCE OAG, as determined by their OAG Lead, to discuss their community's issues and/or issues and tasks assigned by the Ground Board or GCE Conference. The Functional OAG Lead will determine the venue for such meetings.

5. Process. The Functional OAGs and the GCE Conference must provide the Ground Board with actionable deliverables of sufficient depth and rigor to favorably compete for resources within HQMC. To that end, the following is provided:

a. The ACL. The ACL identifies the critical war fighting capabilities necessary for the GCE (and the supporting arms of the MAGTF) to accomplish its missions, both in the current fight and fifteen years out. This ACL will highlight capability gaps, vulnerabilities, and possible areas of excess capability, in order to allow CMC to determine areas for risk mitigation and/or areas in which to assume risk. In developing the ACL, it is vital to view capabilities as MAGTF Officers, but from the perspective of a Combat Arms Officer. DC, PP&O (POG) will maintain the GCE ACL, update it as approved by the Ground Board, and coordinate its integration into the MAGTF Capabilities List being developed by DC, CD&I.

b. GCE Issues. There are many important issues facing the GCE today which require resolution. However, in order for an issue to be actionable by the Ground Board, the issue must be properly prepared with sufficient rigor in the problem analysis,

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courses of action development, and coordination with other pertinent entities, prior to presentation at the General Officer (GO) level for action and/or a decision. Each issue presented by the OAGs will be acted on at the lowest possible level. PP&O, PO will assume responsibility for issues requiring GO level support, but not requiring Ground Board level action. Efforts supporting those approved issues requiring Ground Board action will be coordinated by DC, PP&O's staff for resolution. To work key GCE issues and Ground Board action items to resolution, DC, PP&O (POG) will periodically convene an O-6 level GCE Working Group (GCEWG) consisting of the representatives from the following HQMC entities: DC, CD&I (Fire and Maneuver Integration Division, Total Force Structure Division, and Training and Education Command [Ground Training Branch]); Marine Corps Systems Command (Infantry Weapons Systems); and DC, Manpower and Reserve Affairs (MMEA and MPP). DC, PP&O (POG) will publish the status of all action items after each GCEWG meeting via naval message. PP&O, PO will provide monthly updates on all Ground Board action items to the Ground Board members.

6. Action. DC, PP&O, as the host for all Ground Board related events, will provide the necessary conference logistical and administrative support. The Ground Board, GCE Conference, and the Consolidated GCE OAG will be announced via naval message, and will identify a PP&O action officer(s) to coordinate the subject event.

7. End State. The end state of the Ground Board process is to develop and maintain a comprehensive GCE ACL to allow for informed decision making in the Combat Development and PPBES processes. Additionally, it is to seek favorable resolution of action for validated GCE issues.

8. Changes to this charter can be proposed by the GCE Conference and are subject to approval by DC, PP&O.



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